



# TIG

*Brief*

THE INSPECTOR GENERAL OF THE AIR FORCE

NOVEMBER - DECEMBER 2000

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we seek your suggestions**

## **Odyssey Evolves**

**Short-notice, no-notice  
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12: Tech. Sgt. Jack Braden

13: Staff Sgt. Randy Mallard

16: Tech Sgt. Timothy King

### Cover

C-17s from Charleston AFB, S.C., prepare to take off from the Ukraine during Peace Shield 2000, a Partnership for Peace exercise.

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# Air Force men and women demonstrate daily that **no one comes close**



As I begin my tenure as the Air Force Inspector General, I am very proud that all of our Air Force men and women still demonstrate daily that “no one comes close.”

I am also very proud that our IG system continues to play a critically important role in helping to assure our Air Force’s dominance today and in the future.

Despite the massive changes in our Air Force as we continue on the path toward becoming a highly integrated air and space force and as we continue our EAF journey, our IGs’ basic functions remain essentially constant. We have to remain the “eyes and ears” of our commanders, providing independent and objective looks at our readiness to accomplish our assigned missions.

We need to report on our effectiveness in complying with laws, directives and policy.

We need to help identify problems and assist in

recommending viable solutions.

And, we need to help resolve our people’s problems quickly and efficiently so they can stay focused on doing their jobs. In today’s high OPTEMPO environment, it’s more important than ever that IGs be proactive and responsive.

Despite the relative constancy of our functions within the IG system, we are confronted with many new challenges — mostly in the way we go about accomplishing our critical missions. In large part, these are related to adjusting to the rapid pace of change within our air and space forces.

For example: How do we adequately inspect and report on the operational readiness of our forces in the EAF construct? How do we conduct compliance inspections not only to ensure the “go-to-jail” items and “safety” items are covered, but also to ensure that key mission

capability functions and enabling support functions are being accomplished effectively and efficiently? And, how do we accomplish inspections to minimize inspection workloads (i.e., minimize our inspection footprint) on our busy Air Force units?

These and numerous other key areas will be discussed at the MAJCOM IG conference in mid-November and at our worldwide IG conference in the spring of 2001.

As your new TIG, I am excited about the many opportunities to “make it better” for our great men and women who keep us the best Air Force in the world! ♦

A stylized, handwritten signature in black ink, reading "Ray Huot".

RAYMOND P. HUOT  
Lieutenant General, USAF  
The Inspector General



# OSI: World-ready to protect the



**Brig. Gen. Francis X. Taylor**  
**Commander,**  
**Air Force Office of Special Investigations**

**A**s the dawn of the millennium expands, and as our Air Force continues its stride toward its vision of Global Vigilance, Reach and Power, we in OSI must be world-ready to provide the totality of our investigative capability whenever and wherever our Air Force needs us.

Since I assumed command in August 1996, OSI has honed its focus on the particular needs of the Air Force as articulated by our senior leaders. We continue to prioritize our investigative efforts through constant dialogue with senior leadership. Through this partnership, OSI has met and exceeded our leaders' expectations by delivering a robust investigative response around the world, side by side with our Air Force customers.

To remain relevant to our Air Force and its leaders, we must strive to meet new and evolving challenges and lay a course of action to counter the threats our Air Force will face in the future.

By aligning our capabilities and efforts with the needs of the Air Force, OSI has successfully sustained the protection of our most crucial Air Force resources. As our Air Force has evolved to the Expeditionary Aerospace Force, OSI has also evolved. To support the EAF, OSI created its own CONUS-based Anti-Terrorism Specialty Team (AST). This highly deployable team

brings critical counterintelligence skills to the fight, is OSI's lead element in support of the EAF concept and currently fills OSI's steady state deployment requirements.

We have developed similar teams in both United States Air Forces in Europe and Pacific Air Forces to handle short-notice taskings and humanitarian missions that continue to grow in frequency and intensity. A prime example took place during operation NOBLE ANVIL when OSI deployed 150 special agents, including 80 reservists, to 48 locations in a matter of days. These agents set up shop, developed liaison with host nation law enforcement and security officials and produced the majority of the Intelligence Information Reports (IIRs) originating from the theater of operations.

OSI efforts in Kosovo culminated with the award of four Bronze Stars and hundreds of other decorations. Full-spectrum counterintelligence support was also evidenced by our participation in USAF flood relief operations in Mozambique. OSI agents were among the first on the ground in order to provide on-site commanders with a comprehensive threat picture. The deployed agents in Mozambique proved to be critical to the success of the USAF.



Your OSI continues to support another priority: solving violent crime impacting the Air Force.

OSI's partnership with the Air Force Office of the Surgeon General has had a profound impact on reducing the number of active-duty military suicides in the Air Force. Following a significant increase in suicides in 1997, OSI began to identify at-risk personnel and initiated a policy of releasing investigative subjects to the positive control of their commander or first sergeant. This ensured the commander had firsthand knowledge of the situation and could take appropriate steps to prevent suicide instead of responding to it.

Another area of concern, the supply and demand for illegal narcotics on and around our Air Force installations continues to require vigilance. We have witnessed a surge in the number of drug investigations recently and fully a third involve designer drugs such as ecstasy. We are acutely attuned to the signifi-

# 21st century Air Force

cance of drug use and have responded with full force to reverse the trend. The challenges we face include a younger force and a cultural desire for mood-enhancing drugs such as ecstasy. We will continue to work with local law enforcement and unit commanders to protect our Air Force people.

As the Air Force evolves into an expeditionary force, we have witnessed a revolution in technological advancement. More and more of our core capabilities are shifting to the cyber domain. This explosion in technology has created a number of significant and noteworthy vulnerabilities. Because of our 22-year leadership in computer crime within the federal investigative community, OSI has taken extraordinary steps to lead the fight against any and all threats to Air Force information systems.

This challenge involves partnering at many levels, including our detachment co-located with the Air Force Information Warfare Center at Kelly AFB, Texas, and our agents who are assigned to the information warfare flights. We have also assigned agents to the FBI's National Infrastructure Protection Center (NIPC) as well as the Department of Defense Joint Task Force-Computer Network Defense (JTF-CND). These two positions are critical to our success at identifying and meeting the needs of AF commanders who are responsible for the systems that fall victim to increasing hacker attacks.

Additionally, the Deputy Secretary of Defense named OSI the executive agency for the Department of Defense Computer Forensics Laboratory as well as its Computer Investigations Training Program. Both of these entities are increasing the capability of our Air Force and the Department of Defense to investigate and deter computer crime in the future.

As part of our initiative to better understand and respond to an increasingly computer-based AF, OSI established a new wing-level unit dedicated solely to the needs and requirements of Air Force

directive to better protect all Department of Defense research and development facilities, as well its weapon systems, has led to a major reinvigoration of our overall research and technology protection (RTP) architecture. Our RTP program works to provide comprehensive coverage to ensure the Air Force's most advanced weapons systems remain free from compromise or inadvertent disclosure.

Finally, as the overall defense budget declines, we must strive to maintain the Air Force's confidence in the acquisition process. As such, we have taken enormous steps to address this critical need. We have employed sophisticated data-mining tools and other applications of technology as a means of identifying suspected criminal activity. Through this process, we continue to analyze millions of transactions for signs of systemic fraudulent activity.

We have also continued our focus on preventing defective parts from entering the Air Force inventory by teaming with our federal, state and local counterparts to investigate vendors who show signs of questionable performance. This focus ensures our Air Force gets what it pays for and continues to retain overall weapon system readiness and safety.

Your OSI is working each and every day to maintain the security and integrity of our Air Force people, resources and operations. Through our command priorities, we will continue to meet the challenges presented in protecting the best aerospace force in the world. OSI is uniquely qualified to address the concerns raised by AF commanders throughout the world. We stand ready to work with you and look forward to the challenge. ♦

## Continuing concerns:

- *Terrorism*
- *Narcotics*
- *Technology*
- *Acquisition*

Space Command. The 8th Field Investigations Region is helping shape the battlespace of investigations for the 21st century. To respond more effectively, we will need to better understand the requirements of all commanders as our Air Force shifts many of its missions to space.

Like those areas just discussed, we have refocused our efforts in the protection of our Air Force's most advanced technology. This initiative, coupled with a Deputy Secretary of Defense

## FRAUD IN THE AIR FORCE

Maj. Michael Richmond  
AFOSI/PA  
DSN 857-0989

### **False Claims, False Statements**

**Subject:** A major Department of Defense contractor

**Synopsis:** Investigation was initiated based upon a referral from the Defense Contract Audit Agency (DCAA), which reported suspected irregularities by a contractor, who was acting as agent for two other major contractors in the termination settlement claim on an Air Force contract. An AFOSI investigation proved many of the irregularities identified by DCAA, such as numerous unsupported material costs, costs for government-furnished parts that were included in the contractor's claim, and the transfer of parts and associated costs to the contract where there was no requirement for such parts.

**Result:** As result of AFOSI investigation, the subject agreed to pay \$3,886,123 in an administrative settlement.

### **False Claims, Bribery and more**

**Subject:** A Department of Defense contractor

**Synopsis :** This joint investigation with a sister investigative agency

and the Federal Bureau of Investigation was based on information concerning the alleged payment of kickbacks and bribes by a prime contractor's project manager to the prime contractor.

The prime contractor had been awarded a five-year (base year and four option years) SABER (Simplified Acquisition of Base Engineering Requirements) contract valued at more than \$30 million. The project manager was part-owner of an electrical subcontractor and was guaranteed all electrical work on the SABER contract.

As part of the relationship, the subcontractor was required to pay kickbacks to the prime. As result of the scheme, the Air Force paid more under the contract than it should have.

**Results:** The project manager admitted to making monetary payments totaling \$544,560. The U.S. Attorney's Office for the Eastern District of Virginia ordered the con-

tractor to pay the government \$784,560.

### **False Claims, False Statements**

**Subject:** A civilian

**Synopsis:** This joint investigation with sister investigative agencies and the U.S. Secret Service was based on information that a civilian obtained personal identifying information concerning military officers through congressional records made publicly available via the Internet.

The civilian used the information to establish fraudulent credit card accounts. The web site that the civilian accessed contained data on 4,371 military officers. The civilian used the information to establish 273 fraudulent credit accounts.

The total amount of actual purchases illegally made by the civilian was \$83,734, with a total purchasing credit potential of approximately \$3,863,200.

The investigation also revealed that this identical scam was being perpetrated by dozens of other unknown subjects throughout the United States who had access to the web site. A total of 1,301 military victims were identified.

**Results:** The civilian pleaded guilty in U.S. District Court to one count of conspiracy to commit bank fraud. Subject was convicted and received 33 months in prison, three years' supervised release and ordered to pay \$160,910.87. ♦

The Air Force Office of Special Investigations investigates all types of fraud perpetrated against the government. Through our fraud investigations program, we help ensure the integrity of the Air Force acquisition process. These investigations typically involve contractor misrepresentation during the process of procuring major Air Force weapon systems. Our focus is to maintain an effective fighting force by deterring contractors from providing

substandard products and services, and to recover government funds obtained fraudulently. We also make significant contributions to flight safety and help protect critical Air Force resources. Other types of fraud we investigate involve military and civilian members who have been caught cheating the Air Force. Mutual command and OSI support, coupled with teamwork, is essential for successful prevention, detection and neutralization of fraud.

# Recent Audits

Mr. Ray Jordan AFAA/DOO

## **Grounds Maintenance Services Contract**

This comprehensive review identified several areas requiring improvement.

For instance, the auditors found improper pricing for labor and compost removal; interest expense; major equipment replacement, repair and depreciation; and overhead costs. As a result, management formed a tiger team to evaluate service costs and agreed with auditors that significant savings could be made.

The auditors estimated that the base could realize savings of almost \$9 million over the next five years.

*Report of Audit WS000050*

## **Land Mobile Radio Program**

During an audit at an Air Force test center, auditors found that the Land Mobile Radio Program needed improvement.

The audit disclosed that effective local policies and procedures were not established for maintaining the Tracking and Reporting System records. As a result, unit custodians could not account for at least \$721,000 of surplus LMR equipment. Specifically, 263 of the

292 pieces of equipment could not be located, and 101 pieces of equipment were found but could not be traced to accountable records.

Equipment custodians did not properly account for on-hand equipment, resulting in over \$536,000 worth of lost equipment and over \$907,000 worth of equipment not properly identified on custodian records. Management's corrective actions should help ensure center personnel provide proper accountability and control of LMR assets. *ROA DD000012*

## **Flying Hour Funds**

At five Air Combat Command locations, auditors found personnel used flying hour funds totaling \$1.2 million to purchase inappropriate or unsupported items.

Inappropriate items included computers, computer parts, office supplies, squadron t-shirts, video cassette recorders, stereo equipment, vehicle repair supplies and lawn maintenance equipment.

Also, 24 of 37 sampled cardholders at two ACC wings did not maintain vendor receipts for purchases totaling \$381,135. As a result, auditors could not determine whether these purchases were valid flying-

hour expenses. The 37 cardholders were "judgmentally sampled," meaning the auditors used their professional judgment to select samples based on specific criteria. For this report, auditors based their selection criteria on total dollar amount of flying hours.

During the audits, management personnel, working with the auditors, took actions to correct these conditions. *ROA EL000110*

## **Custodial Services**

This locally-initiated audit evaluated the effectiveness of an Air Mobility Command wing in managing the custodial service contract.

The Federal Acquisition Regulation requires that service contract specifications reflect the minimum needs of the government. Local auditors found that civil engineering personnel did not establish custodial standards accordingly. Specifically, the auditors identified 22 buildings that received, but did not qualify for, daily cleaning services.

Revising the current contract to meet Air Force Civil Engineering Standards Agency standards could potentially save the Air Force approximately \$400,000 over the six-year Future Years Defense Plan approved by the Department of Defense.

During the audit, the wing revised the cleaning frequencies and coordinated with quality assurance personnel to amend the custodial service contract. *ROA EA000049* ♦

The Air Force Audit Agency provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness and efficiency of installation-level operations. Air Force officials may request copies of these reports or a list of recent

reports by contacting Mr. Ray Jordan at DSN 426-8013; e-mailing to [reports@pentagon.af.mil](mailto:reports@pentagon.af.mil); writing to HQ AFAA/DOO, 1125 Air Force Pentagon, Washington DC 20330-1125; or accessing the AFAA home page at [www.afaa.hq.af.mil](http://www.afaa.hq.af.mil).



# History Brief

## On this day ... ... in November

**Nov. 19, 1948:** The first symposium on space medicine is held by the School of Aerospace Medicine at Randolph AFB, Texas.

**Nov. 8, 1950:** Lt. Russell J. Brown in his F-80 Shooting Star downs a North Korean MiG-15 in history's first jet-to-jet dogfight.

**Nov. 22, 1952:** Maj. Charles J. Loring deliberately crashes his damaged F-80 into enemy gun emplacements, earning the Medal of Honor.

**Nov. 2, 1954:** Flying a Convair XYF-1, test pilot J. F. Coleman takes off vertically, flies horizontally and switches back to vertical for landing.

**Nov. 11, 1956:** The Convair B-58 Hustler, the Air Force's first supersonic bomber, makes its initial flight at Fort Worth, Texas.

**Nov. 9, 1966:** An F-111A becomes the first American aircraft to fly faster than sound for 15 minutes at a constant ground clearance of less than 1,000 feet.

**Nov. 15, 1967:** Maj. Michael J. Adams dies in the hypersonic crash of an X-15. He is the first fatality in the program's eight years.

**Nov. 17, 1970:** Military Airlift Command C-141 Starlifters begin aiding tidal wave victims in East Pakistan.

**Nov. 24, 1987:** A B-1B Lancer bomber records the first success of an air-launched cruise missile.

## ... in December

**Dec. 17, 1947:** In Seattle, the B-47 Stratojet bomber flies for the first time.



first successful recovery of a missile, a Navaho X-10, at Edwards AFB, Calif., using a fully automatic approach and landing system.

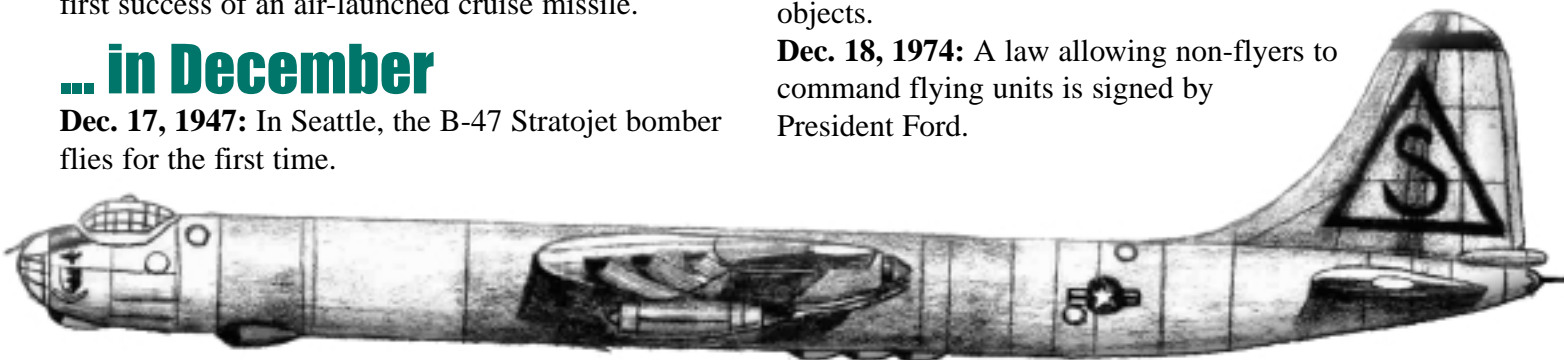
**Dec. 19, 1957:** A Thor missile completes the first fully guided intermediate range ballistic missile flight using an all-inertial guidance system.

**Dec. 13-14, 1962:** The Air Force's Project Stargazer balloon reaches 82,000 feet over southwest New Mexico, giving its telescope the clearest celestial view ever experienced.

**Dec. 22, 1964:** The SR-71 Blackbird makes its first flight.

**Dec. 17, 1969:** The Air Force closes Blue Book, the project to investigate reports of unidentified flying objects.

**Dec. 18, 1974:** A law allowing non-flyers to command flying units is signed by President Ford.



**Dec. 7, 1954:** The Air Force makes the





# EAGLE LOOKS

The Air Force Inspection Agency, as the principal action arm of the SAF/IG inspection system, conducts independent management reviews of key issues, programs and processes as identified by senior Air Force leadership. These reviews are called Eagle Looks and each culminates with an extensive written report as well as an executive briefing to key major command, Air Staff and Secretariat leadership. Below are abstracts of the most recent Eagle Looks. For more information or copies of the reports, contact the Eagle Look team chief at the telephone number or e-mail address at the end of each abstract.

## Recovery of Crash Damaged or Disabled Large Aircraft

### A team assessed ...

... the effectiveness of the Air Force maintenance community role in the recovery process of crash-damaged or -disabled large aircraft at OCONUS locations. Fourteen bases and five major commands were visited. The primary focus was on OCONUS en route airfields due to their importance in supporting airflow for aerospace expeditionary force and contingency operations. This Eagle Look was conducted at the request of Air Mobility Command Logistics (AMC/LG) with concurrence from Headquarters Air Force, Deputy Chief of Staff, Installations and Logistics (AF/ILM).

### The team found ...

... due to a lack of policy, guidance and training, the recovery process for crash-damaged or -disabled large aircraft at OCONUS locations was not fully effective.

### Look out for ...

... incomplete Air Force and MAJCOM instructions, ineffective command-to-command agreements and vague installation support agreements.

... policy and guidance that do not effectively describe crash recovery roles and responsibilities for host and tenant units.

... training that is not fully effective due to the lack of a formal crash recovery training course, host and tenant unit personnel not training together, and ineffective local training programs.

**Hazardous training difficulties?** Tech. Sgt. Claudio Covacci of the 100th Maintenance Squadron, RAF Mildenhall, developed an aircraft crash recovery hazards training program for his unit. For more information, call DSN 314-238-2373.

**Do you train as a team?** The Transient Alert Flight at Lajes Field, Azores, has a training program that includes tenant units. Call Master Sgt. Richard Jenkins at DSN 535-6567.

### Want to know more?

Contact Lt. Col. Tony Panek, team chief, at DSN 246-1760 or e-mail [anthony.panek@kafb.saia.af.mil](mailto:anthony.panek@kafb.saia.af.mil).

## Real Property Preventive Maintenance Level (PML)

### A team assessed...

... the effectiveness of the PML program, interviewing more than 580 personnel, including major commands and the Air National Guard, installation wing and support group leadership, civil engineering staff, and others. This Eagle Look was conducted at the request of Headquarters Pacific Air Forces Inspector General based on concerns about deficient recurring preventive maintenance. In conjunction with the Air Force Office of the Civil Engineer (AF/ILE), the scope was broadened to the PML of the real property maintenance (RPM) program.

### The team found...

... a lack of adequate resources and incomplete requirement identification contributed to a not-fully-effective real property PML program. The team recommended that a requirements-based funding/manpower strategy linking PML resources to lifecycle facility requirements be developed and compliance with Air Force Instruction 32-1001, *Operations Management*, be reemphasized.

### Look out for...

... increasing repair and minor construction backlog draining PML resources.

... available funding as the driver for determining maintenance requirements rather than an assessment of actual needs.

**Need management tools to balance your facility investment strategy, track preventive maintenance work execution, educate installation leadership and optimize the use of your data management system?** Contact the Air Force Civil Engineer Support Agency, Capt. Tony Davit, [anthony.davit@afcesa.af.mil](mailto:anthony.davit@afcesa.af.mil), DSN 523-6093.

### Want to know more?

Contact Lt. Col. Greg Tuite, team chief, [gregory.tuite@kafb.saia.af.mil](mailto:gregory.tuite@kafb.saia.af.mil) or DSN 246-1831.

# EAGLE LOOK: *A Closer Look*

*Second in a series*

## THE TOPIC CALL PHASE

Capt. Christa D'Andrea HQ AFIA/PA  
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DSN 246-2946

**T**he Air Force Inspection Agency is “dedicated to improving the Air Force.” But we can’t accomplish our job without input from you — the commander, supervisor, program manager and the front-line personnel who make Air Force programs work. We need you ... to help AFIA ... help the Air Force — through submitting possible topics for Eagle Looks.

First, it is important to understand exactly what an Eagle Look is. An Eagle Look is a management review, conducted by trained inspectors, aimed at ensuring Air Force programs and processes function as intended.

These reviews span from operations and logistics issues to support, acquisition and medical functions; and culminate in a written report and executive briefing that provide Air Force

senior leaders with findings and recommendations to improve their programs.

The number one thing to remember about an Eagle Look is that it is a **review** — **not an inspection**. The purpose is to conduct an independent, objective review of a process or procedure and recommend ways to improve it. It’s not to inspect a program or unit — no grades or ratings are given to units visited in the review.

To gather data to analyze for the final report, we visit and survey installations and major commands across the entire Air Force.

To ensure we get the ungarbled truth during the course of a review, we follow a strict non-attribution rule — neither units nor people we interview are identified in the report. The only exception is “best prac-

tices,” found during the course of the review, which are highlighted in the Eagle Look reports so they can be shared across the Air Force.

You may ask, *Does anything happen after an Eagle Look report is published?*

The short answer is a resounding “yes.” In just this past year, as a direct result of Eagle Looks, Air Force-level policy and guidance has been rewritten, new training programs have been implemented, automated tracking systems revised and multi-functional summits convened.

So, how is it decided what an Eagle Look will cover? We are specifically looking for **impact** topics that are focused on a major command or Air Force-wide program. Many Eagle Look topics originate from MAJCOM or Air Staff levels, however any

military or civilian employee may submit a topic.

If you are involved with an Air Force program that you feel is not working as intended, or not as efficiently as possible, you may submit your question or concern as an Eagle Look topic. Keep your chain of command involved — gaining senior leadership support can't hurt.

Topic submitters will get an answer directly from AFIA as to whether or not their topic was selected.

Although topics can be submitted anytime during the year, AFIA conducts a formal topic solicitation each spring and fall.

Topics are researched and then prioritized in January and July of each year for approval by The Inspector General. During the most recent "topic call," AFIA received more than 75 topic submissions, with submitters ranging from general officers to GS-9s. From topic approval to the final report, it typically takes about six months

to complete an Eagle Look.

Once the topic has been selected, AFIA works directly with the process owner from start to finish, which includes follow-up of findings and recommendations. However, even though the process owners are in the Pentagon, the real beneficiaries are Air Force personnel at all levels.

At AFIA, we do the work — Air Force personnel are the real beneficiaries. Eagle Looks are conducted with AFIA's resources and money; however, we can't do it alone. If you are at a MAJCOM or in the field and are involved in a program we're reviewing, we need your cooperation, insight, information and suggestions.

We'll also ask you to assist us with "scoping out" the problem by filling out some questionnaires and participating in one-on-one interviews.

If you are the process owner on the Air Staff, we will need a little of your time for staff interaction during the conducting of the

review and the final out brief.

The process owner will be kept in the loop throughout the entire review process and will be included in the final report-writing phase to help "validate" findings and recommendations. Upon request, AFIA will also assist in ensuring the process owner stays on track with any follow-up improvement actions that are decided upon.

The wide range of Eagle Looks (see below) is impressive but the measure of success is not in the number of reports we publish, but the impact these reviews have on improving our Air Force. Air Force personnel can contribute to this success immensely by submitting substantive review topics that are important to our senior leaders.

To submit an Eagle Look topic:

- E-mail [AFIA@kafb.saia.af.mil](mailto:AFIA@kafb.saia.af.mil)
- Visit our web site at [www-4afia.saia.af.mil](http://www-4afia.saia.af.mil)
- Or call DSN 246-AFIA (2342). ♦

# What AFIA is *looking* at

*Eagle Look teams have these topics on their scopes*

## Field Operations Directorate

- Air Force Corrections System: Level I Confinement Facility Program
- Defensive Counterinformation (DCI) Program Implementation
- Resource Augmentation Duty (READY) Program

## Acquisition and Logistics Directorate

- Competitive Sourcing and Privatization — Education and Training Assessment
- Contingency Maintenance Personnel Sourcing
- Aircrew Life Support Equipment Acquisition and Sustainment Process
- Contract Data Requirements



# TIG Bits

## Lessons, best practices from the field

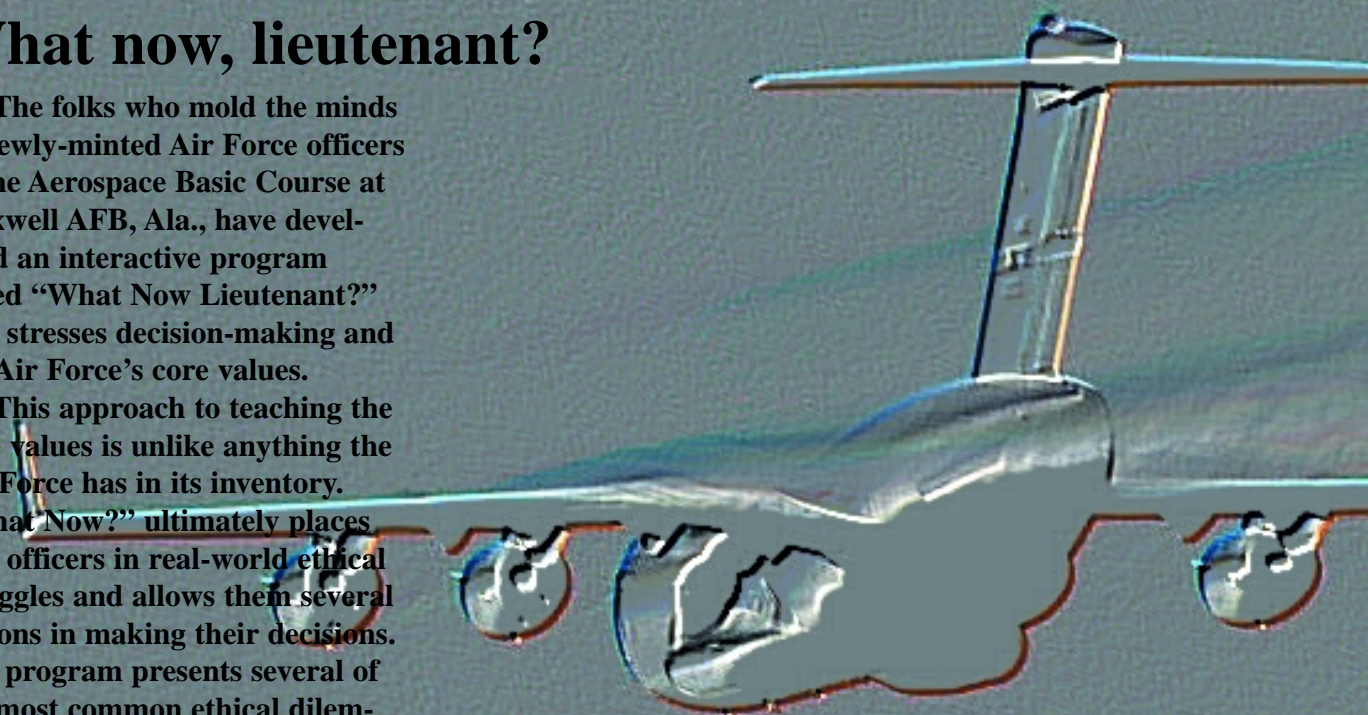
### What now, lieutenant?

The folks who mold the minds of newly-minted Air Force officers at the Aerospace Basic Course at Maxwell AFB, Ala., have developed an interactive program called “What Now Lieutenant?” that stresses decision-making and the Air Force’s core values.

This approach to teaching the core values is unlike anything the Air Force has in its inventory. “What Now?” ultimately places new officers in real-world ethical struggles and allows them several options in making their decisions. The program presents several of the most common ethical dilemmas in today’s Air Force. Each scenario is a hard-hitting depiction of decision-making and ethical confrontations.

Student feedback has been overwhelmingly positive. In a 50-minute session the students are processing more and deeper information regarding Air Force ethics than ever before.

*Maj. John Kepko  
john.kepko@maxwell.af.mil  
DSN 493-1661*





# Web-based training for AIA

The training folks at the Air Intelligence Agency, Kelly AFB, Texas, have developed a web-based interactive training site for their intelligence oversight (IO) program.

The site takes surfers on a tour of the history, authority and procedures of the intelligence oversight program.

The site ensures AIA personnel receive adequate IO training and guidance. Personnel can review IO training materials at their leisure in lieu of attending a lengthy class. Upon completion of training a test is given, scored and recorded.

An easy audit can be con-



ducted on who has received the training and taken the test. The web training site is also valuable for AIA units worldwide.

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# Special weapons get special treatment at Minot

Special-munitions controllers at Minot AFB, N.D., have recently begun using a new database that tracks special-weapon locations in weapons storage areas and on aircraft.

New data automatically updates information in the fire alarm communications center, providing real-time information on special weapons for emergency responders.

Software features include a graphic of storage and maintenance facilities showing special-weapon line numbers, amount stored and location in each facility.

In addition to weapon locations, the graphic also provides the layout of each aircraft on the flight line,

showing each aircraft's tail number, parking location and weapon status.

Inspectors from the Air Combat Command IG team called it the best such program they've seen thus far.

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**S**ustained **P**erformance **O**dysey

# Odyssey rises to the next level

**Col. Don Geeze**  
**Deputy Director, Medical Operations HQ AFIA/SG**  
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**O**dysey, the three-year-old collaborative assessment process between the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and the Air Force Inspection Agency (AFIA), has just evolved to the next level.

The traditional 36-month scheduled JCAHO survey/Health Services Inspection (HSI) has been replaced by a short-notice system, meaning Air Force medical facilities can be visited anytime within a 12-48 month window since their last survey.

This new system, called Sustained Performance Odyssey (SPO) is designed to:

- eliminate the costly ramp-up period prior to surveys

- provide a more accurate assessment of how organizations function instead of how well they prepare for Odyssey surveys.

Within the AF Medical Service, the mean time between Odyssey surveys will remain 36 months, so the program will not decrease the actual frequency of oversight activities. Also, to complement the unpredictability of SPO, AF facilities remain vulnerable to no-notice limited surveys by the JCAHO and AFIA under the “random unannounced” program. These assessments measure performance under normal functioning, just like the SPO, but are more limited in scope, focusing on known or suspected problem areas in an organization.

With SPO, organizations will be given two to four weeks’ notice prior to the arrival of the JCAHO and HSI teams. With the “random unannounced survey,” there is no prior notice.

Sustained Performance Odyssey is designed to help minimize inefficiencies observed in the traditional scheduled assessment process. Experience in both surveying and being evaluated highlighted three basic flaws in scheduled surveys:

- Performance in several critical areas would fluctuate, peaking just prior to inspections and then declining until the next inspection ramp-up.
- JCAHO and AFIA were assessing how well organizations prepared for inspections, and preparing for inspections





became an end in itself.

- Emphasis on patient care and AF mission performance was being supplanted by emphasis on HSI/JCAHO performance, and resources were being inappropriately allocated to prepare for surveys.

In other words, the cart was pulling the horse.

The short-notice paradigm will minimize any negative impact the assessment might have on the surveyed medical units, while providing the most accurate assessments possible.

Facilities to be inspected are selected by calculating the time since the last survey, the JCAHO/HSI scores, other measures of performance, and human factors such as large-scale deployments and other

AF mission requirements.

Leaves, vacations and absences for other reasons should not be canceled following notification. Absences are a normal part of an organization's functioning, and a goal of the SPO program is to assess what is normal. No single person in an AF organization is essential for a SPO inspection.

An integral part of the SPO concept is the refusal to accept any "wet ink" occurring after the initial notification. This is to discourage cramming eight months of ramping-up into four weeks. Programs and processes already in progress at the time of notification will be evaluated on a case-by-case basis.

The SPO concept was recently tested at three Air Force medical facilities. It was universally well-received with comments such as, "This new system forces you to immediately work to fix problems" and "It will help us achieve sustained excellence."

The JCAHO and AFIA have worked closely to improve the Odyssey program, and the SPO concept is a great example of how these two organizations have broken down barriers to better serve their customers.

These changes should help make the Odyssey process more relevant and less obtrusive, and provide senior leaders with more accurate information to improve the Air Force Medical Service. ♦

**T**here's no secret to passing any inspection, even a nuclear surety inspection.

There are no hidden standards. Everything's upfront, based on compliance with technical data and proof of your unit's rigorous, methodical implementation of programs.

### **Practice:**

#### ***A Form of Preventive Medicine***

Units succeed at tasks they practice every day. Practice regularly and problems — even in nuclear-unique areas — will have a hard time cropping up.

Security forces have to bear a double burden during an NSI. They are (1) responsible for a lot of time-sensitive actions that (2) also stress proper use of tactics. A tough ORE (operational readiness exercise) program is specifically recommended here.

### **Responsiveness**

Nuclear crews succeed in NSIs when they show the capability to shift their actions to the highest-priority situation. The end of the Cold War did not lessen the need for responsiveness.

The key concepts are to: constantly reprioritize, properly sequence the checklists and then close out all checklists.

### **Singular Advice**

Here's some advice on how to do well on an inspection by way of focusing on individual areas:

*Single-point failures in criti-*

## **There's no secret to passing the NSI**



*cal areas such as lifts and hoists:* These can have a major impact on an entire wing's final overall rating. The further an area is from day-to-day practice, with a lack of either clear tech data or other experts to talk to, the higher the risk of errors. *PRP (the Personnel Reliability Program):* Everything from over-the-counter medications to herbal supplements, from family abuse to mental health inter-

actions, must be documented and flowed up the PRP reporting chain.

*Be aware of those areas that seem only remotely connected to nuclear weapons.* Vehicle maintenance is one. When you are welding a piece of materiel handling equipment it may not be readily apparent that there are nuclear issues involved. Just remember that anything that touches the nuclear universe requires documentation





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and certification in some form. *Keep everything up to date and in order*, especially commander certification letters. That's not easy when a wing can have upward of 20 squadron commanders. *Don't overlook backup locks and keys*. They're not glamorous but count for a lot. *React to everything with a nuclear mindset*. When a change in technical data or a time-compliance order comes

in, your reaction should always be, "What is the effect on nuclear surety?" This basic question can keep problems from starting. *Have checklists and a method to ensure that the required checks are performed and signed off*. This applies to everything from backup-generator runs to lightning protection. In an NSI, just as in any inspection, inspectors expect to see wing personnel

take required actions and document them.

When the nuclear inspection team steps off the plane, all minds should be at ease and ready to focus on the inspection, remembering that the keys are a method of updating and recording essential information — and practice, practice, practice. ♦ *Editor's note: Lt. Col. Ross Gobel recently PCS'd to Los Angeles AFB. We thank him for his many contributions to TIG Brief.*





**Who  
Is  
On**

# **the Other End of the Line ?**

**Some advice  
on cybersecurity  
for the home**

**Staff Sgt. Mark Getsy  
Public Affairs  
Air Force  
Office of Special Investigations**

**A**lthough parents want to believe that people on the Internet are who they say they are, they shouldn't count on it.

According to computer crime investigators at the Air Force Office of Special Investigations headquarters, that e-mail buddy on the Internet could turn out to be a child molester or sex offender. A user's online profile is no proof of identity; it might be false.

"People need to realize that information found on a profile is information the person typed in themselves. Don't always take that information as fact unless you know for sure who uses the screen name," said Special Agent Christine Largent.

"Many Internet service providers (ISPs) have security options or parental controls to help you ensure your child is only using the Internet for purposes you have determined safe. If your ISP doesn't have these options, Special Agent Matthew Johnson said, free software is available throughout the 'net to help you monitor incoming messages and e-mails.

"There are many precautionary measures parents and children can take

to ensure their safety from these types of people," Johnson said. "The first and most important step is education. Sitting down with your children and explaining the purpose of using the Internet is vital. Let them know all the great educational benefits it has to offer, and at the same time, explain to them the dangers."

"As proven in past investigations, pedophiles have a way of gaining a child's trust and loyalty. Be aware of the communications your children exchange on the Internet. If you feel something may be out of the ordinary, act immediately."

Johnson said parents should first contact their ISP and make them aware of any unusual e-mails or messages. The service should be able to do some research and find out if it is a recurring complaint.

"If someone is receiving e-mails directly related to child pornography, sexual solicitation or exploitation, they should contact local law enforcement or call their local AFOSI detachment," Johnson said. "Our job is to keep these people off the streets and make the Internet a safer environment." ♦

# **P**arental **G**uidance

**Special Agents Johnson and Largent have other safety measures parents can take to ensure their children's safety while surfing the Internet.**

- **Keep the computer in a well-traveled area such as a family room or den instead of in the children's bedroom.**
- **Limit the amount of time your child stays in chat rooms.**
- **Teach your child that there are other dimensions of the cyber universe besides the e-mail box, chat rooms and instant messaging.**
- **Use parental controls as much as possible and emphasize to children that it's for their own safety.**
- **Stay knowledgeable of your child's actions on the computer.**
- **Routinely check the Internet sites your child visits.**
- **If you feel there's a problem, password-protect the computer and sit down with your child to determine a schedule for computer use.**

# Going Organic?

The Air Force can help you  
play it safe  
and keep it  
legal

**Mr. John Clendenin TIG Brief Editor**

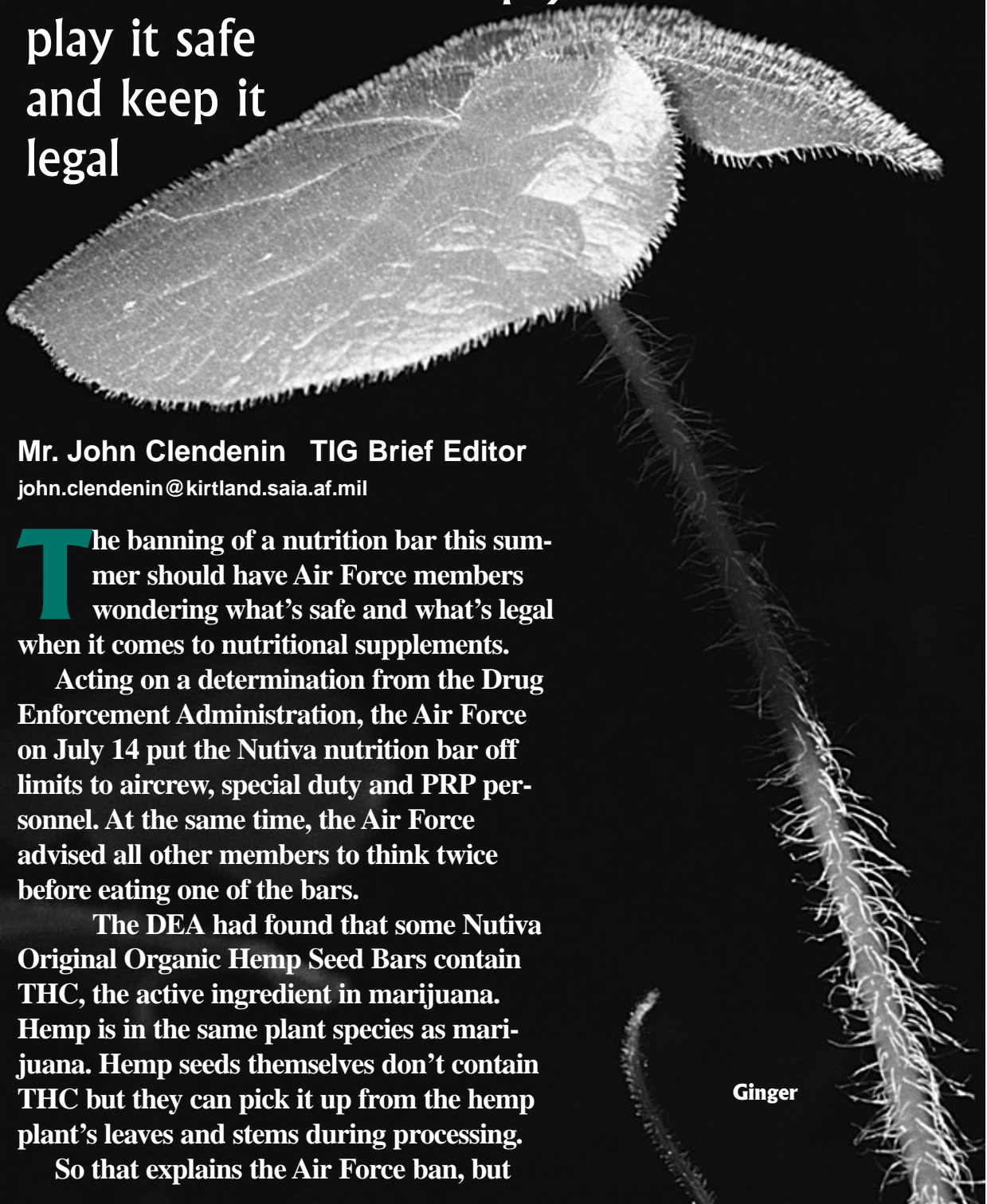
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**T**he banning of a nutrition bar this summer should have Air Force members wondering what's safe and what's legal when it comes to nutritional supplements.

Acting on a determination from the Drug Enforcement Administration, the Air Force on July 14 put the Nutiva nutrition bar off limits to aircrew, special duty and PRP personnel. At the same time, the Air Force advised all other members to think twice before eating one of the bars.

The DEA had found that some Nutiva Original Organic Hemp Seed Bars contain THC, the active ingredient in marijuana. Hemp is in the same plant species as marijuana. Hemp seeds themselves don't contain THC but they can pick it up from the hemp plant's leaves and stems during processing.

So that explains the Air Force ban, but



Ginger



what about all the other organic stuff on the market, products believed by some to promote health and healing? Are they safe? Effective? Legal?

A good place to do your homework on the subject is the Operational Alternative and Complementary Medicine web site hosted by the Air Force School of Aerospace Medicine at Brooks AFB, Texas: [www.brooks.af.mil/web/af/altmed/HOMEFRAME.htm](http://www.brooks.af.mil/web/af/altmed/HOMEFRAME.htm).

Without endorsing anything, the site covers the full spectrum of alternative medicine, from herbal remedies to dietary supplements to substances purported to enhance performance. The information comes from the school and from other military medical organizations. Like everything on the net, it's downloadable in one form or another, often as a handy brochure.

While the information is helpful, it shouldn't be taken as the last word. The ultimate sources of the latest reliable advice and information are Air Force health care providers and the relevant Air Force instructions, such as AFI 48-123, *Medical Examination and Standards*, and AFI 36-2104, *Nuclear Weapons Personnel Reliability Program*.

The alternative medicine site opts for common sense as much as detail in explaining the pluses and minuses of the most common herbs, remedies and techniques. In many cases, the details simply aren't known; much remains to be proved and tested when it comes to things organic. ♦



**Garlic**

## Common Sense

Here's a sampling of advice from some of the downloads available at the altmed site:

- Do your own research before selecting a dietary supplement.
- Talk it over with your health care provider before starting to use a supplement.
- Read the product labels. Even organic dietary supplements have them.
- Start with one supplement at a time.
- Start at the lowest dose.
- "Natural" doesn't necessarily mean "safe." Go with supplements from established manufacturers.



**Peppermint**

## Links

Here are some web sites to help Air Force members make sound choices when it comes to "going organic." The Air Force does not endorse these sites but does point to them as sources of information.

*National Center for Complementary and Alternative Medicine, National Institutes of Health*

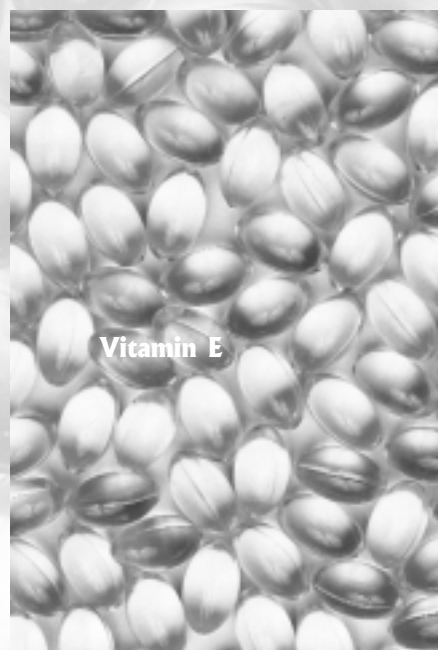
<http://nccam.nih.gov/nccam/fcp>

*Office of Dietary Supplements, National Institutes of Health*

<http://odp.od.nih.gov/ods>

*FDA Center for Food Safety and Applied Nutrition*

<http://vm.cfsan.fda.gov>



**Vitamin E**

*American Dietetic Association*  
[www.eatright.org](http://www.eatright.org)

*Grains Nutrition Information Center*  
(Monitors the latest fad diets)  
[www.wheatfoods.org](http://www.wheatfoods.org)

*American Botanic Council*  
(Education about herbs and medicinal plants)  
[www.herbalgram.org](http://www.herbalgram.org)

For warnings about supplements, check with the Food and Drug Administration:  
<http://vm.cfsan.fda.gov/~dms/supplmnt.html>

# In Brief

## Retention joins recruiting as hot issue

"In addition to recruiting, I am also focused on retention issues. Operations tempo continues to play a crucial role in our ability to retain top personnel.

"I cannot reduce the number of times America calls on you to protect and defend, but I can continue to campaign for better manning, better equipment and better support so that the operations you do can be done with the least tempo and greatest level of efficiency possible.

"We ask a great deal of each of you and in return we owe you our best efforts to make sure that you have the manpower and state-of-the-art equipment you need to do the job."

— Secretary of the Air Force F. Whitten Peters

Read the full text of the secretary's remarks at <http://www.af.mil/news/speech/current/spch26.html>.

## Anthrax vaccine goes to those at highest risk



The Air Force is taking action on the temporary slowing of the Anthrax Vaccine Immunization Program. The slowdown was necessary because of limitations in the supply of Food and Drug Administration-approved safe and effective vaccine.

Those deployed for at least 30 days to high-risk areas in Southwest Asia and Korea will continue to be



vaccinated. Vaccinations for personnel deploying to these areas are authorized to begin up to 45 days before deployment and should start before arriving in theater.

Upon return from the high-threat areas, further immunizations will be

deferred. People who have to defer immunizations will not need to restart the series unless they only receive one dose and then wait more than two years before they get a second dose. Get the official word on AVIP at [www.anthrax.osd.mil](http://www.anthrax.osd.mil).

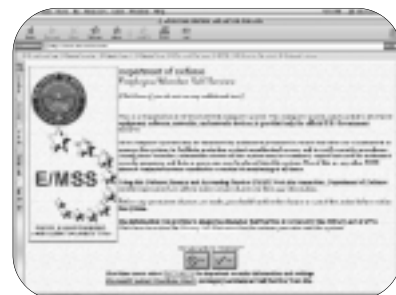
## Pay statements going online

Air Force active-duty members and civilian employees should now be able to see their Leave and Earning Statements online via E/MSS, the Employee/Member Self Service system. At press time, the new service appeared close to being implemented.

E/MSS is an Internet and telephone system allowing Defense Department members to update pay information without visiting a finance office.

Those without a PIN can call (800) 390-2348. The E/MSS Internet address is [www.dfas.mil/emss](http://www.dfas.mil/emss). E/MSS can also be accessed by Touch Tone telephone at (800) DOD-EMSS or (912) 757-3119.

By logging onto the web site or using a Touch Tone phone, employees can update federal tax withholding information, adjust allotments, change addresses and conduct net pay electronic fund transfers. Along with E-LES, other future services include changing state tax status and exemptions and updating Savings Bond information.



# IG PROFILES: 2 from ACC

*Senior Master Sgt.*

*Virginia S. Long*

**Duty Title:** Superintendent, Supply Section

**Organization:** Headquarters Air Combat Command, Inspector General Squadron, Langley AFB, Va.

**Air Force Specialty:** Supply

**Years in IG Arena:** 1 year, 9 months

**Veteran of:** Seven operational readiness inspections and 17 unit compliance inspections

**Job Description:** Hand-picked key member of a selectively manned major command inspector general field



operating agency. Authority on supply readiness, combat capability and effectiveness, and policy compliance for ACC, Air National Guard and Air Force Reserve Command units. Performs ORIs and UCIs on 503 ACC and gained units at 272 locations involving 158,900 personnel, including more than 10,000 supply personnel managing facilities and equipment worth more than \$1 billion. Evaluates MAJCOM, AF and Department of Defense directives to ensure supply support for all command weapons systems. Debriefs the ACC/IG and MAJCOM staff, and recommends changes to inspection criteria and technical procedures. Prepares realistic scenarios to accurately measure combat capability and management effectiveness. Assesses the status of resources and training system.

**Hometown:** Goochland, Va.

**Years in Air Force:** 22

**Volunteer Work:** Langley AFB Chapel, Meals on Wheels, IG Enlisted Members Association, ACC Top 3

*Capt. William J. Riley*

**Duty Title:** Command, Control and Communications Inspector

**Organization:** Air Combat Command, Inspector General Squadron, Langley AFB, Va.

**Air Force Specialty:** Communications

**Years in IG Arena:** 1 1/2

**Veteran of:** 14 unit compliance inspections, four operational readiness inspections, and one joint ORI.

**Job Description:** Conducts ORIs, nuclear surety inspections and UCIs to determine unit readiness, com-



bat capability and communications system effectiveness. Assists units in identifying and correcting problems and standardizes solutions across the command.

**Hometown:** Farmingville, N.Y.

**Years in Air Force:** 11

**Volunteer Work:** Member of the Aliyah leadership program, helping to direct the community focus of 26 local industry leaders. Sets goals for community support to assist needy families in the Virginia Peninsula area. Helps create committees to provide holiday baskets, gifts and support for local children.

## TIG Bird

The AIM-9 Sidewinder missile has outlasted most of the aircraft that flew it into combat. Already pushing 50, the Sidewinder was developed by the Navy, not the Air Force, which quickly realized its value. For more, go to: [www.af.mil/news/factsheets/AIM\\_9\\_Sidewinder.html](http://www.af.mil/news/factsheets/AIM_9_Sidewinder.html)







Please



Recycle

Serving U.S. Air Power for 56 Years